

# DOCTORS MEDICAL CENTER MANAGEMENT AUTHORITY

**Doctors Medical Center Management Authority  
Governing Board Meeting  
Wednesday, March 25, 2009 – 3:00 pm  
Doctors Medical Center - Auditorium  
2000 Vale Road, San Pablo, CA 94806**

Governing Board  
*Supervisor John Gioia, Chair*  
*Sharon Drager, M.D.*  
*Pat Godley*  
*Supervisor Gayle B. Uilkema*  
*Bill Walker, M.D.*  
*Beverly Wallace*  
*Eric Zell*

## AGENDA

1. Call to Order and Roll Call
2. Approve Minutes of Board Meeting of February 25, 2009
3. Public Comment  
*[At this time persons in the audience may speak on any items not on the Agenda which are within the jurisdiction of the Doctors Medical Center Management Authority.]*
4. Presentation and Acceptance of the February 2009 Financial Statements by James Boatman
5. Approval of Professional Services Contract

- a. After Hour Radiology Interpretation Contract

Approve and authorize the Chief Operating Officer, on behalf of Doctors Medical Center (DMC), to terminate an existing contract with Nightshift Radiology 90 days after JPA approval. It is also requested to authorize the Chief Operating Officer to execute a contract to provide after-hours Radiology interpretation services through Affiliates in Imaging in amount of \$200,000.

6. Approval of Outside Services Contract

- a. Mobile Imaging (MRI & PET/CT) Contract

Approve and authorize the Chief Operating Officer, to execute on behalf of Doctors Medical Center (DMC), a contract with Alliance Imaging to provide mobile imaging services in amount of \$485,000.

7. Approval of Capital Expenditures

a. PET/CT Image Fusion Workstation

Approve and authorize the Chief Operating Officer, to execute on behalf of Doctors Medical Center (DMC), a contract with Alliance Imaging purchase software and hardware to interpret exams from our mobile PET/CR service in the amount of \$20,000.

8. Adjournment

# DOCTORS MEDICAL CENTER MANAGEMENT AUTHORITY

**Doctors Medical Center Management Authority  
Governing Board Meeting  
Tuesday, February 25, 2009 – 3:00 pm  
Doctors Medical Center - Auditorium  
2000 Vale Road, San Pablo, CA 94806**

Governing Board  
*Supervisor John Gioia, Chair*  
*Sharon Drager, M.D.*  
*Pat Godley*  
*Supervisor Gayle B. Uilkema*  
*Bill Walker, M.D.*  
*Beverly Wallace*  
*Eric Zell*

## AGENDA

1. Call to Order and Roll Call – 3:10 p.m.

*Voting Members:*      *Supervisor John Gioia, Chair*  
                                 *Sharon Drager, M.D.*  
                                 *Pat Godley*  
                                 *Bill Walker, M.D.*  
                                 *Eric Zell*

*Absent:*                      *Supervisor Gayle B. Uilkema*  
                                 *Beverly Wallace*

2. Approval Minutes of Board Meeting of December 23, 2008

The motion made by Mr. Zell and seconded by Dr. Walker to approve the minutes of the December 23, 2008 Board meeting was passed unanimously.

At this time, Supervisor John Gioia asked if there were any changes to the agenda. Mr. Stewart requested postponement of Items 8A and 9A to the March 25, 2009 meeting. He also requested an urgent item be added to the closed session agenda based on a letter received by Mr. Stewart threatening litigation. The motion made by Mr. Zell and seconded by Dr. Drager to approve the additional agenda item for the closed session agenda was passed unanimously.

3. Public Comment

There were no public comments.

4. Election of Management Authority Board Officers

The motion made by Mr. Zell and seconded by Dr. Dragger to re-elect Supervisor John Gioia as the continuing Chair of the Governing Board was passed unanimously.

The motion made by Dr. Drager and seconded by Dr. Walker to elect Mr. Eric Zell as Vice-Chair of the Governing Board was passed unanimously.

5. Presentation and Acceptance of the November 2008 Financial Statement

James Boatman, Interim Chief Financial Officer, reported that December 2008 Net Income from Operations was a gain of \$150,000, the average length of stay increased to 5.05 days, the average daily census increased to 89, and FTEs per adjusted occupied bed are lower by .01

than budgeted. He reported that cash balance is \$20,694,000 million and there are 36 days of cash on hand.

James Boatman, Interim Chief Financial Officer, reported that January 2009 Net Income from Operations was a gain of \$579,000, the average length of stay increased to 5.00 days, the average daily census dropped to 94, and FTEs per adjusted occupied beds are lower by .48 than budgeted. He reported that cash balance is \$12,903,000 million and there are 23 days of cash on hand.

Supervisor John Gioia requested that a line for the previous year be added to the financial slide presentation so that the board members are able to compare areas of fluctuations between the two years.

The motion made by Mr. Zell and seconded by Dr. Walker to approve the December 2008 Financial Statement was passed unanimously.

The motion made by Mr. Zell and seconded by Dr. Walker to approve the January 2009 Financial Statement was passed unanimously.

6. Approval of Resolution 2009-01 for the Authorization of New Signatories for Bank of America to Citibank and Mechanics Bank.

The motion made by Dr. Drager and seconded by Dr. Walker to approve Resolution 2009-01 for the Authorization of New Signatories for Bank of America to Citibank and Mechanics Bank was approved unanimously.

7. CEO's Report

Joseph Stewart, President/CEO, introduced the members of the Executive Team.

- David Ziolkowski – Chief Operating Officer
- Mary Jo Sullivan – Vice-President of Nursing
- Charm Patton – Vice-President of Human Resources
- Lea Woodrow – Vice-President of Quality (Ms. Woodrow was not present)
- Jim Boatman – Acting Chief Financial Officer
- Gisela Hernandez – Public Affairs Officer

An open house was held on Tuesday, February 24, 2009 in the DMC Cafeteria for community leaders and elected officials to meet the new Executive Team. The gathering was a success.

6. Approval of Capital Expenditures
  - a. Laparoscopic Equipment Replacement – Approve and authorize the CFO to execute on behalf of Doctors Medical Center an agreement with CONMED ENDOSURGERY to replace the current laparoscopic equipment, and acquire three (3) electrocautery units, including smoke evacuators and two (2) sets of power instruments and attachments at a total cost of \$407,360.

The motion made by Dr. Walker and seconded by Dr. Drager to approve replacement of laparoscopic equipment was approved unanimously.

- b. Cancer Center Project Repairs & Upgrade – Approve and authorize the COO to execute on behalf of Doctors Medical Center repairs and upgrades to the Linear Accelerator located in the Cancer Center. This major repair & upgrade will be planned in advance, requiring 3 weeks downtime and have minimal impact on services to our patients. The project will have payback of less than one year at a total cost of \$568,260.

David Ziolkowski, COO indicated that replacement of these components is critical to the upgrade of the existing linear accelerator. Replacement of these critical components will buy 1-3 years of additional life to the linear accelerator. Concern was brought up about the actual life of the linear accelerator after the upgrade. Dr. Drager wanted to know the life expectancy of the equipment after the repairs and upgrade were made to the accelerator. Discussion ensued regarding impact of Kaiser Cancer Center opening in Oakland.

At this point, Carol Towarnick, Director of the Cancer Center, and Brenda Shank, M.D., Oncologist spoke on behalf of the Cancer Center.

Carol Towarnick reported that the linear accelerator is obsolete and that replacement and upgrade of these critical components is vital. The new technology component will allow the Cancer Center to do IMRT, an advanced radiation feature that can detect the smallest tumors. The Cancer Center is also hoping to bring back patients we lost to Kaiser.

Dr. Shank indicated that because it is old equipment, we couldn't predict the exact life span. There are no guarantees but estimated life is 1-3 years. She reiterated that replacing two components and IMRT would help us in the short run and, hopefully, get back patients we lost to Kaiser.

In response to an inquiry from the audience regarding anticipated patient loss due to Kaiser opening its Cancer Center, Joseph Stewart indicated that the expected loss is up to 30%+ of our current patient population.

Supervisor John Gioia stated as a recap that approval of the upgrades and repairs to the linear accelerator will provide a little more time and allow the Cancer Center to stay in existence and have a real life experience with what will happen with the opening of Kaiser's Cancer Center.

The motion made by Mr. Godley and seconded by Dr. Drager to approve and authorize the COO to execute on behalf of Doctors Medical Center repairs and upgrades to the Linear Accelerator located in the Cancer Center was passed unanimously.

## 7. Adjourn to Closed Session

- Conference with Labor Negotiators (pursuant to Government Code Section 5497.6)  
Agency Negotiators: Charm Patton, Vice President of Human Resources  
Employee Organizations: United Healthcare Workers
- “Conference with Legal Counsel: Pending Litigation pursuant to Government Code Section 54956.9(a) Pugh vs. Doctors Medical Center, Contra Costa Superior Court.”
- Quality Assurance Matters (pursuant to Health & Safety Code Section 32155)

**Open Session**

8. Announcement of Reportable Action(s) Taken During Closed Session, if any
9. Adjournment – The meeting adjourned at 4:15 p.m.

(Amounts in Thousands)

0.9%  
4.8%

WEST CONTRA COSTA HEALTHCARE DISTRICT

DOCTORS MEDICAL CENTER

INCOME STATEMENT

February 28, 2009

(Amounts in Thousands)

CURRENT PERIOD				CURRENT YTD				PRIOR YEAR	
ACTUAL	BUDGET	VAR	VAR %	ACTUAL	BUDGET	VAR	VAR %	ACTUAL	ACTUAL
1,889	1,831	(58)	-3.2%	1,880	1,839	(41)	-2.2%	1,767	1,767
69.7%	69.6%			69.2%	69.6%			65.0%	65.0%
2,710	2,630	(79)	-3.0%	2,716	2,642	(73)	-2.8%	2,718	2,718
40,412	43,638	(3,226)	-7.4%	83,382	87,562	(4,180)	-4.8%	87,384	87,384
18,129	19,843	(1,714)	-8.6%	37,044	39,037	(1,993)	-5.1%	36,084	36,084
<u>58,541</u>	<u>63,481</u>	<u>(4,940)</u>	<u>-7.8%</u>	<u>120,426</u>	<u>126,599</u>	<u>(6,173)</u>	<u>-4.9%</u>	<u>123,468</u>	<u>123,468</u>
Payor Mix (IP and OP)									
38%	42%	-4%	42%	37%	42%	-5%	41%	41%	41%
18%	14%	4%	12%	18%	14%	4%	14%	14%	14%
15%	15%	0%	15%	15%	15%	-1%	15%	15%	15%
11%	9%	2%	9%	11%	9%	2%	10%	10%	10%
5%	5%	0%	6%	6%	5%	0%	6%	6%	6%
1%	0%	1%	0%	1%	0%	0%	0%	0%	0%
1%	2%	-1%	2%	2%	2%	0%	2%	2%	2%
4%	4%	0%	8%	4%	4%	0%	6%	6%	6%
7%	8%	-1%	6%	8%	8%	0%	6%	6%	6%
STATISTICS									
536	581	(45)	-7.7%	1,110	1,184	(74)	-6.3%	1,160	1,160
543	581	(38)	-6.5%	1,123	1,184	(61)	-5.2%	1,112	1,112
2,703	2,940	(237)	-8.1%	5,602	5,938	(336)	-5.7%	6,005	6,005
96.5	105.0	(8.5)	-8.1%	94.9	100.6	(5.7)	-5.7%	100.1	100.1
4.98	5.06	(0.08)	-1.6%	4.99	5.02	(0.03)	-0.5%	5.40	5.40
28	28		29	59	59		60	60	60
787	845	(59)	-6.9%	1,622	1,712	(90)	-5.3%	1,571	1,571
3,916	4,277	(361)	-8.4%	8,091	8,585	(494)	-5.8%	8,485	8,485
140	153	(13)	-8.4%	137	146	(8)	-5.8%	141	141
93	125	(32)	-25.6%	181	238	(57)	-23.9%	238	238
103	100	3	3.0%	206	222	(16)	-7.2%	222	222
<u>196</u>	<u>225</u>	<u>(29)</u>	<u>-12.9%</u>	<u>387</u>	<u>460</u>	<u>(73)</u>	<u>-15.9%</u>	<u>460</u>	<u>460</u>
3,145	3,701	(556)	-15.0%	6,599	7,299	(700)	-9.6%	7,299	7,299
2,782	2,900	(118)	-4.1%	5,746	5,645	101	1.8%	5,645	5,645
103	100	3	3.0%	206	222	(16)	-7.2%	222	222



(Amounts in Thousands)

[illegible]

**WEST CONTRA COSTA HEALTHCARE DISTRICT**  
**DOCTORS MEDICAL CENTER**  
**BALANCE SHEET**  
**February 28, 2009**  
(Amounts in \$1,000)

	Current Month	Dec. 31, 2008	LIABILITIES	Current Month	Dec. 31, 2008
<b>ASSETS</b>					
Cash	1,343	7,276	Current Portion of LT Debt	4,121	4,112
Assets With Limited Use	9,744	11,008	Accounts Payable	11,222	8,913
Net Patient Accounts Receivable	11,946	8,633	Accrued Payroll	2,532	1,174
Inventory	1,961	1,886	Accrued Vacation	2,459	2,384
Prepaid Expenses	12,653	6,118	Other Payroll Liabilities	3,566	3,895
Intangible Assets	620	627	Other Current Liabilities	6,648	6,721
<b>TOTAL CURRENT ASSETS</b>	<b>38,267</b>	<b>35,548</b>	<b>Total Current Liabilities</b>	<b>30,548</b>	<b>27,199</b>
<b>Property Plant &amp; Equipment</b>			<b>Other Liabilities</b>		
Land	12,090	12,090	Other Deferred Liabilities	5,941	6,507
Bldg/Leasehold Improvements	33,444	33,304	Chapter 9 Bankruptcy	5,148	5,148
Capital Leases	10,926	10,926			
Equipment	30,733	30,650	<b>Long Term Debt</b>		
CIP	798	642	Notes Payable - Secured	29,576	30,137
Total Property, Plant & Equipment	87,991	87,612	Capital Leases	2,655	2,939
Accumulated Depreciation	-44,833	-44,295	Less Current Portion LTD	-4,121	-4,112
<b>Net Property, Plant &amp; Equipment</b>	<b>43,158</b>	<b>43,317</b>	<b>Total Long Term Debt</b>	<b>28,110</b>	<b>28,964</b>
			<b>Total Liabilities</b>	<b>69,747</b>	<b>67,818</b>
			<b>EQUITY</b>		
			Retained Earnings	10,978	-2,876
			Year to Date Profit / (Loss)	700	13,923
			<b>Total Equity</b>	<b>11,678</b>	<b>11,047</b>
<b>Total Assets</b>	<b>81,425</b>	<b>78,865</b>	<b>Total Liabilities &amp; Equity</b>	<b>81,425</b>	<b>78,865</b>
Current Ratio (CA/CL)	1.25	1.31			

**Doctors Medical Center – San Pablo**  
**Finance Report**  
**February 2009**

**Financial Performance: (Amounts in \$1,000)**

	February 2009	February 2009 Budget	Year to Date Actual	Year to date Budget
Net Operating Revenue	10,709	12,090	22,647	22,366
Total Operating Expenses	10,610	11,250	21,971	22,786
Income From Operations	99	840	676	1,580
Net Income / (Loss)	513	1,184	1,899	2,773

**Statistics:**

	February 2009	February 2009 Budget	Year to Date Actual	Year to Date Budget
Admissions	536	581	1,110	1,184
Average Daily Census	97	105	95	101
Average Length of Stay	4.98	5.06	4.99	5.02
ED Visits	3,145	3,701	6,599	7,299
IP Surgeries	93	125	181	238
OP Surgeries	103	100	206	222
Paid FTE's	695	667	699	663
Productive FTE's	634	589	605	582

The census in February was 8.1% under budget with discharges under budget by 6.5%. The Income from Operations of \$99,000 was less than the budgeted income of \$840,000. Net operating income produced a positive net income of \$513,000 in February versus a budgeted net income of \$1,184,000.

Below is a detailed breakout of the month by revenues and expenses.

**Revenue:**

Collectible Patient Revenue per adjusted patient day in January was \$2,449 and is less than the budgeted \$2,568. The inpatient Medicare volume and rate accounted for most all of the negative variance of the inpatient services of \$632,000. The outpatient volume was under budget in all payers in the month and accounted for \$758,000 of the negative variance for February. We saw a shift in payor mix in February with Medi-Cal volume increasing and Medicare volume decreasing at the same rate. Self pay volume in total was slightly under budget as a percentage of our total volume.

The admission volume was under budget from the expected 581 admits to 536 in February. Discharges were also under budget by 38 in the month of February. The average daily census was 8.5 patients lower than expected as the average census was 96.5. The budgeted ALOS for the month was 5.06 and actual was 4.98.

Inpatient and outpatient surgical volume was under budget 12.9% with all the variance in inpatient surgeries. Emergency Room visits were 15.0% under budget in February. Emergency room admissions accounted for 89.4% of our total admissions.

**Expenses:**

Salaries and wages were under budget in February by 6.8% while average daily census was under budget by 8.1%. The paid FTE's were over budget with 695 paid FTE's in February (including 25.9 contract FTE's). Productive FTE's were over budget as we had 634 productive FTE's in February. Productive FTE's per AOB (Adjusted Occupied Bed) were on budget in February with 4.53 FTE's per AOB compared to the budgeted 4.54 FTE's per AOB. Employee benefits were under budget in February.

Professional fees were \$37,000 over budget as we had two unbudgeted temporary staff members still here. Supplies were under budget in February as were most other expenses. Other expenses were over budget due to timing of some training expenses and the payment of fees for the recruitment costs of the new V.P.'s.

**Balance Sheet**

	February 2009	January 2009
Total Cash & Cash Equivalents	\$11,087,000	\$12,933,000
Net Accounts Receivable	\$11,946,000	\$10,255,000
Accounts Payable	\$11,222,000	\$10,342,000

Day's cash on hand was 29 days at the end of February, compared to the 34 days at the end of January. The reduction cash is directly related to our not receiving the funds from the State of California. Doctors Medical Center sent \$4,000,000 to the State for the final 2008 installment of the inter-governmental transfer and the funds were not received in February.

# Doctors Medical Center

February 2009

West Contra Costa Healthcare  
District Board & Doctors Medical  
Center Management Authority, JPA

March 25, 2009

Doctors Medical Center  
Financial Statement  
February 2009

(Amounts in \$1,000)

<b>Budgeted Net Income</b>	1,184
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Variances From Budget

Net Patient Revenue	-1,381
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Salaries & Wages	380
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Benefits	53
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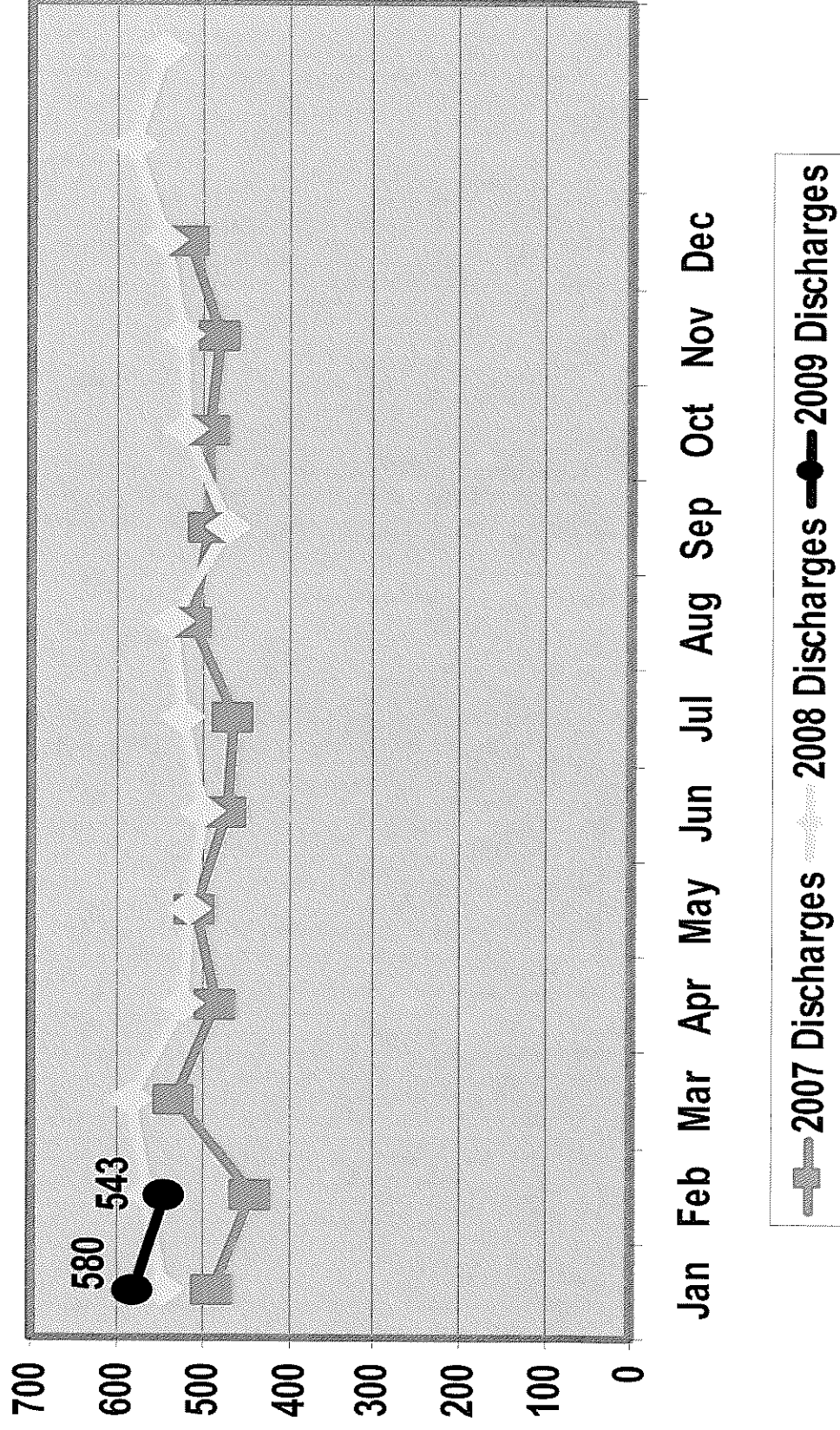
Professional Fees	-37
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Supplies	205
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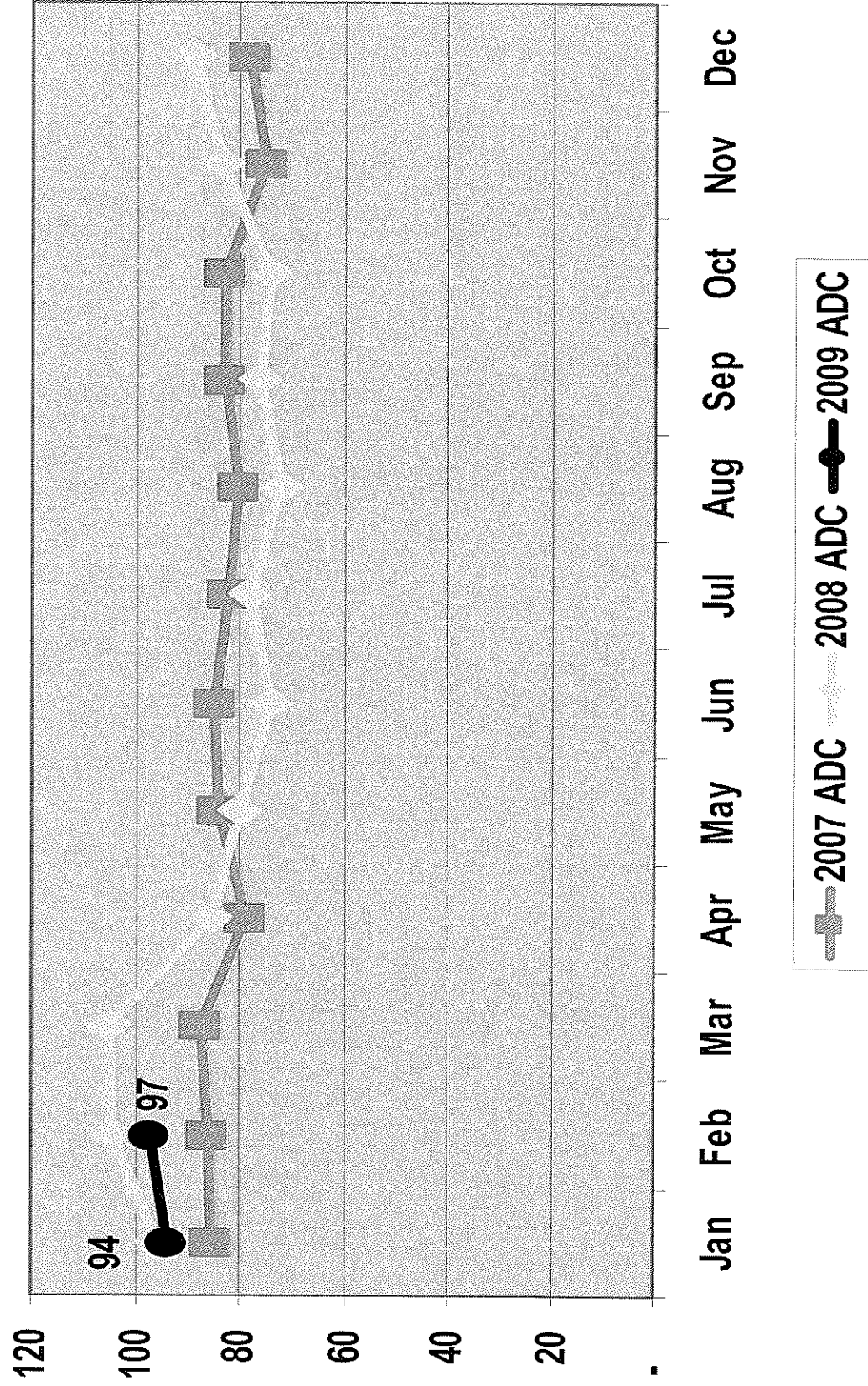
Other	<u>109</u>
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<b>Net Income February</b>	513
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## Monthly Discharges

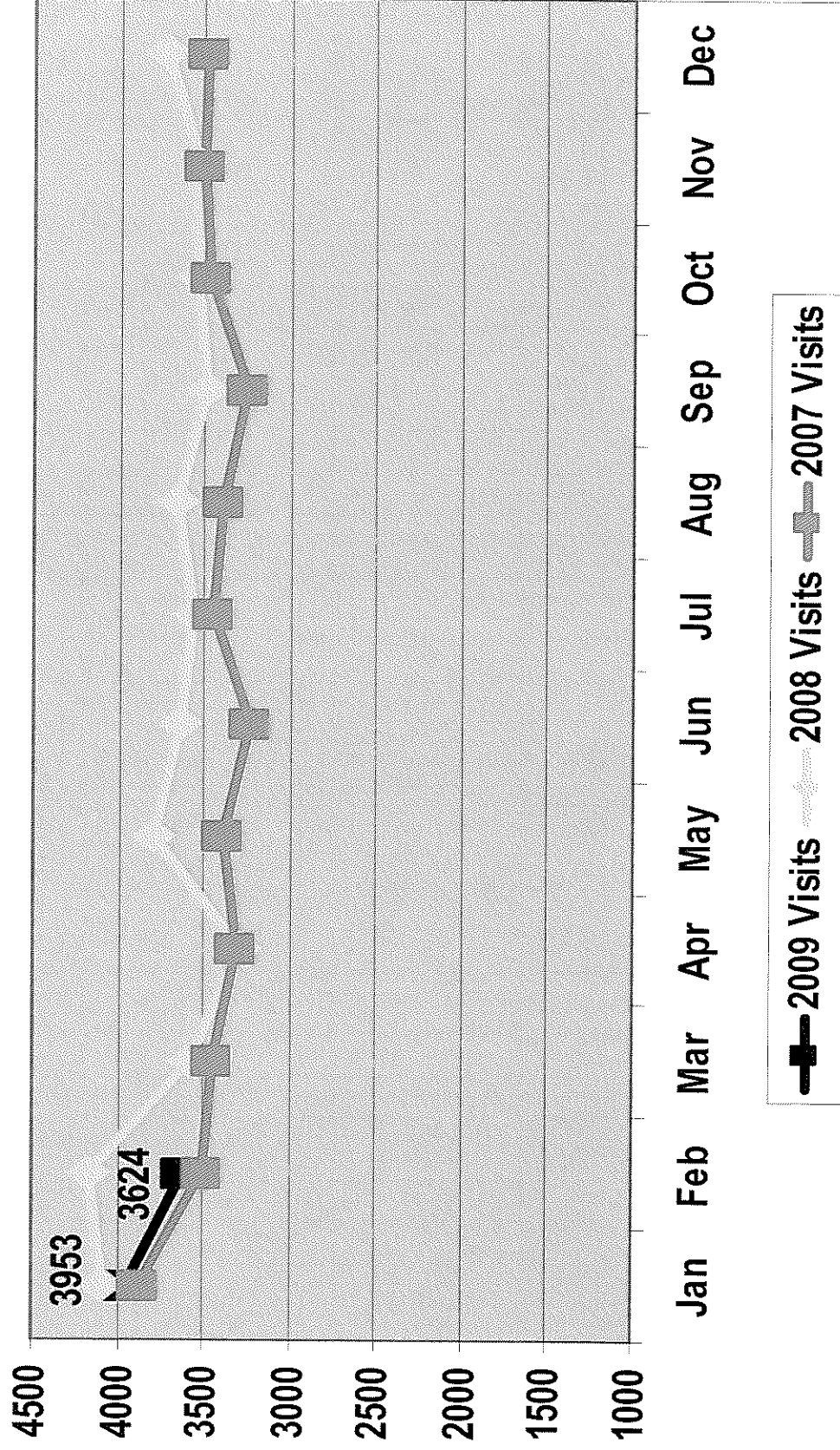


## Monthly ADC

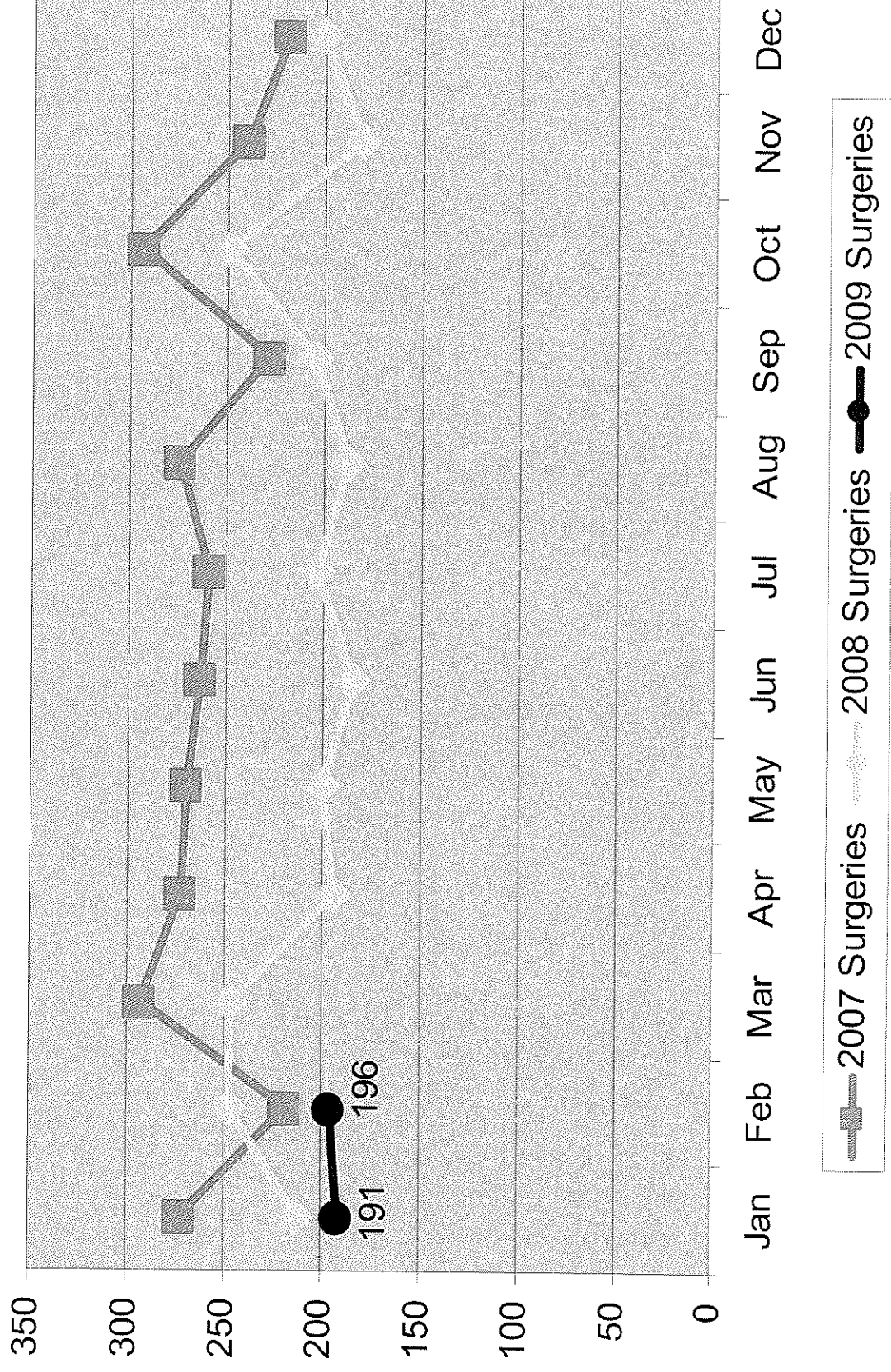




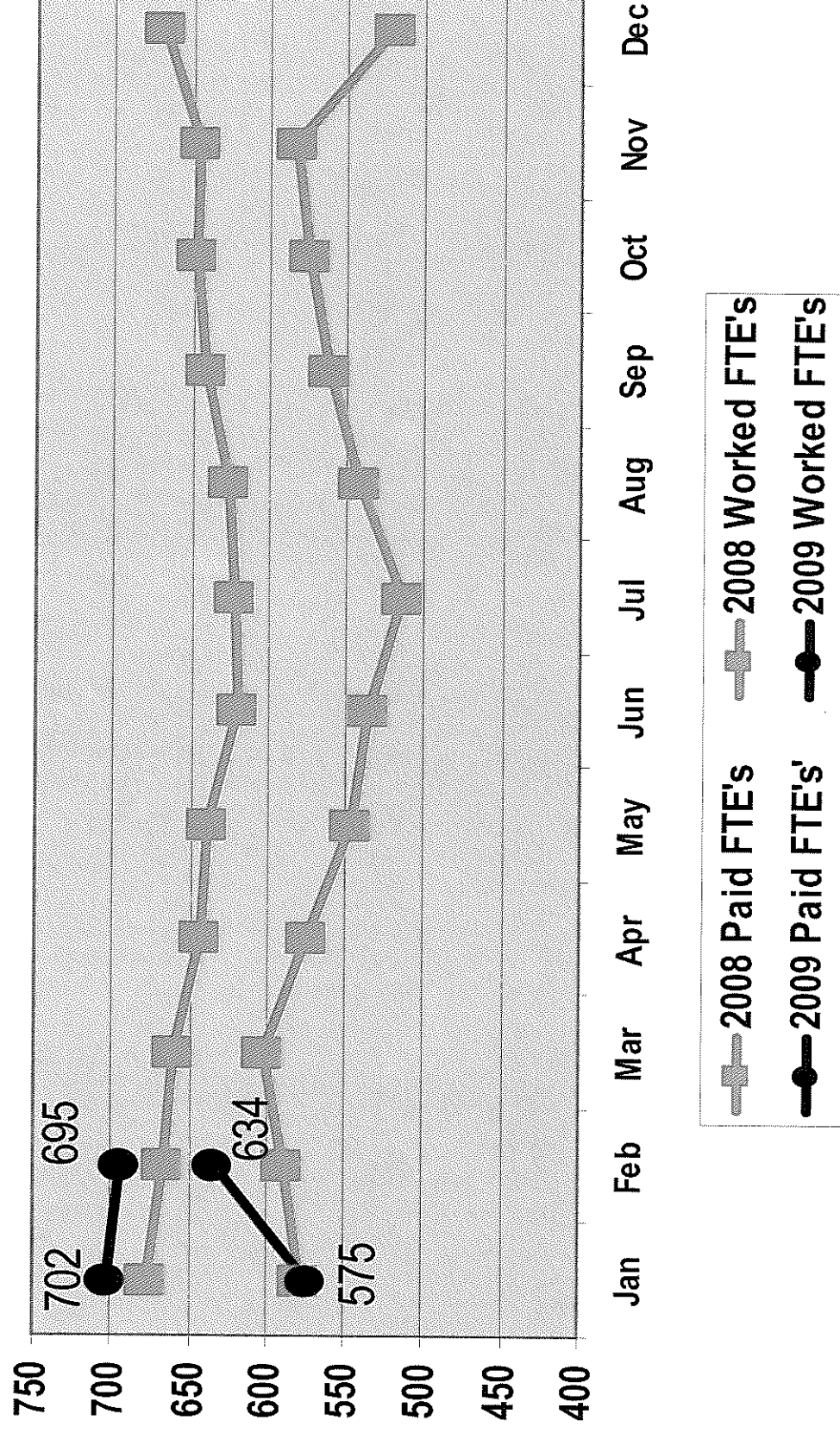
## Monthly Emergency Department Visits



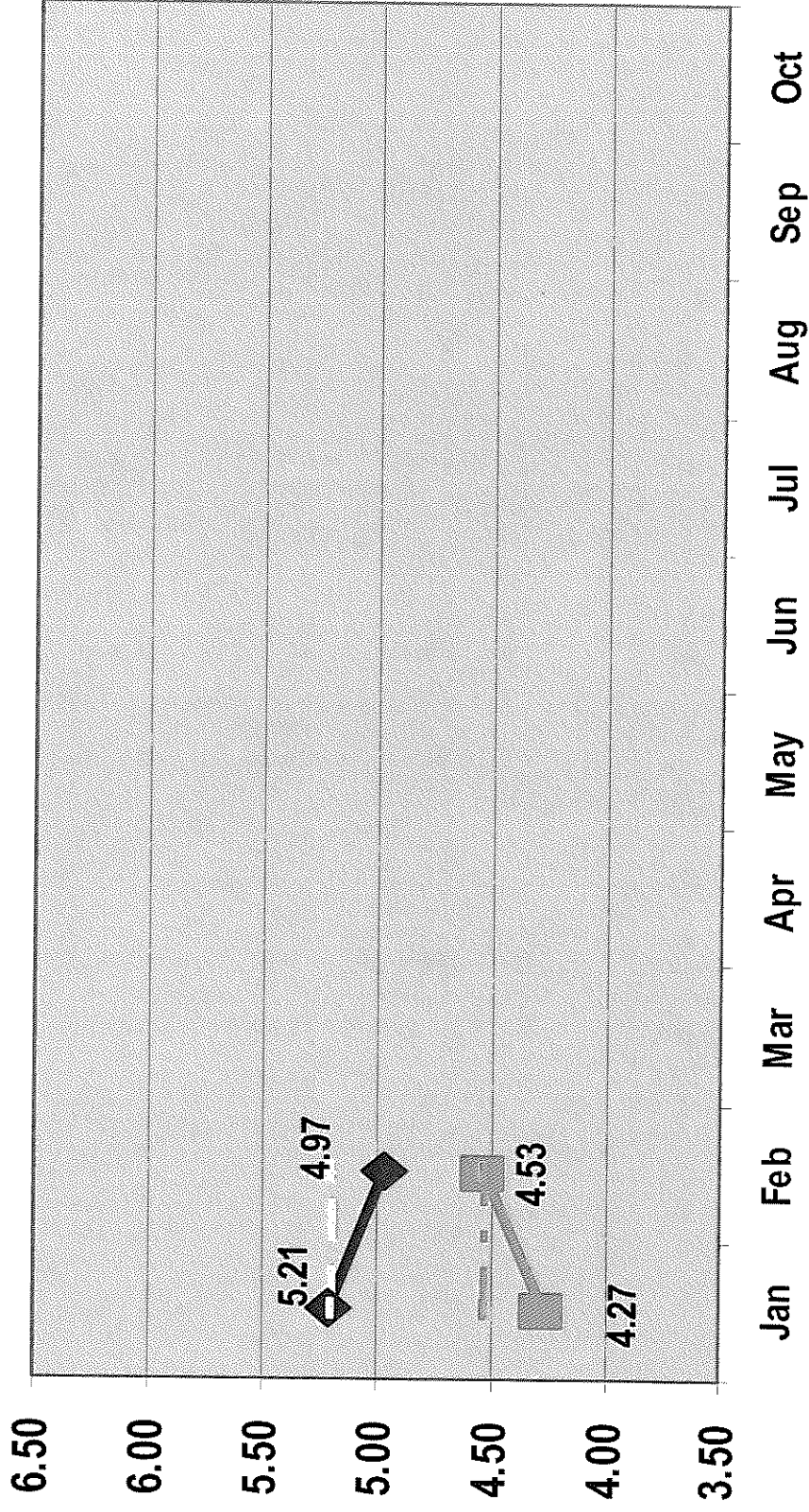
## Total Surgeries



# Monthly FTE's



## Monthly FTE / AOB



◆ Paid FTE/AOB    ■ Worked FTE/AOB    - - - Paid Target    - - - Productive Target

**DOCTORS MEDICAL CENTER MANAGEMENT AUTHORITY  
AGENDA ITEM REQUEST / RECOMMENDATION  
DOCUMENTATION FORM**

**TO:** MANAGEMENT AUTHORITY

**FROM:** David Ziolkowski, Chief Operating Officer

**DATE:** March 25, 2009

**SUBJECT:** After Hour Radiology Interpretation Contracts

**REQUEST / RECOMMENDATION(S):** Approve and authorize the Chief Operating Officer, on behalf of Doctors Medical Center (DMC), to terminate an existing contract with Nightshift Radiology 90 days after JPA approval. It is also requested to authorize the Chief Operating Officer to execute a contract to provide after-hours Radiology interpretation services through Affiliates in Imaging.

**FISCAL IMPACT: \$200,000 Operating Costs, \$100,000 Cost Reduction**

This contract will be funded through the 2009 DMC Operating Budget, requiring no upfront investment. The estimated annual cost to provide after-hours Radiology interpretation services is \$200,000, a savings of \$100,000 over the existing contract.

**STRATEGIC IMPACT:** Switching after-hours Radiology interpretation services will have no strategic impact to DMC and only result in cost reduction. Quality of service will be monitored based on timeliness of reports and feedback from the Emergency Department.

**REQUEST / RECOMMENDATION REASON, BACKGROUND AND JUSTIFICATION:** Affiliates in Imaging is DMC's current on-site radiology group. They have subcontracted with Rad-Image in Long Beach, CA to provide after-hours Radiology interpretation services at over 5 hospitals in the Bay Area. The savings from Affiliates in Imaging volume purchasing discount are passed to DMC. The implementation of a new after-hours Radiology interpretation service will require a 90 notice to our current provider. The new after-hour Radiologists will be credentialed on DMC's medical staff.

Presentation Attachments:

Yes ☒

No ☐ x ☐

Requesting Signature: \_\_\_\_\_

Date: 3/20/09

SIGNATURE(S):

Action of Board on \_\_\_\_ / \_\_\_\_ / \_\_\_\_ Approved as Recommended \_\_\_\_\_ Other \_\_\_\_\_  
Vote of Board Members:

\_\_\_\_\_ Unanimous (Absent \_\_\_\_\_)

Ayes: \_\_\_\_\_ Noes: \_\_\_\_\_

Absent: \_\_\_\_\_ Abstain: \_\_\_\_\_

I HEREBY CERTIFY THAT THIS IS A TRUE AND CORRECT COPY OF AN ACTION TAKEN AND ENTERED ON THE MINUTES OF THE BOARD ON THE DATE SHOWN.
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Contact Person: D. Ziolkowski

Attested \_\_\_\_\_  
Eric Zell, Management Authority Board Secretary

Cc:  
Accounts Payable  
Contractor  
Interim CFO/Controller  
Requestor

**DOCTORS MEDICAL CENTER MANAGEMENT AUTHORITY  
AGENDA ITEM REQUEST / RECOMMENDATION  
DOCUMENTATION FORM**

**TO:** MANAGEMENT AUTHORITY

**FROM:** David Ziolkowski, Chief Operating Officer

**DATE:** March 25, 2009

**SUBJECT:** Mobile Imaging (MRI & PET/CT) Contracts

**REQUEST / RECOMMENDATION(S):** Approve and authorize the Chief Operating Officer, to execute on behalf of Doctors Medical Center (DMC), a contract with Alliance Imaging to provide mobile imaging services.

**FISCAL IMPACT: \$485,000 Operating Expense, \$490,000 Contribution Margin**

This contract will be funded through the 2009 DMC Operating Budget. The estimated annual cost to provide mobile imaging services will cost DMC \$485,000. DMC will be able to eliminate \$140,000 from an existing contract to perform inpatient MRI exams and annually generate \$825,000 in Net Patient Revenues.

**STRATEGIC IMPACT:** Adding MRI & PET/CT imaging services will allow DMC to expand its diagnostic & imaging capability and to provide such services here, diminishing the need to send patients outside DMC.

**REQUEST / RECOMMENDATION REASON, BACKGROUND AND JUSTIFICATION:** The new services will be planned in advance, require no downtime, and not interrupt patient care in any of our existing services. Implementing the new services require 60-90 days to implement as we secure the mobile imaging pad, integrate the images with our current information systems, and complete a survey from the state to inspect the site.

IMV, Inc. a leading market researcher in medical imaging markets estimates annual growth in MRI to be 3%-5% and annual growth in PET/CT to be 8%-10%. Based on the July 2007 population for zip code 94806, San Pablo has over 30,000 residents. With modality specific utilization estimates, San Pablo could support the following volume:

MRI	50 per 1,000	1,500 annual MRI exams
PET / CT	25 per 1,000	750 annual Pet/CT exams

DMC proposes offering MRI two (2) days per week and PET/CT one (1) day per week. Volume estimates assume DMC will capture 35% of the San Pablo market. The contracts are variable in nature, charging DMC a per-scan fee. The expense to DMC is not fixed. The margin for each scan ranges from \$100 to over \$1,000 depending on the exam performed and the payor type. As volume increases for these exams, the total contribution margin for DMC will increase proportionately. Days of service can be added based upon exam demand.

Presentation Attachments: Yes ☒ No ☐

Requesting Signature:  Date: 3/20/09



SIGNATURE(S):

Action of Board on \_\_\_\_ / \_\_\_\_ / \_\_\_\_ Approved as Recommended \_\_\_\_\_ Other \_\_\_\_\_

Vote of Board Members:

\_\_\_\_\_ Unanimous (Absent \_\_\_\_\_)

Ayes: \_\_\_\_\_ Noes: \_\_\_\_\_

Absent: \_\_\_\_\_ Abstain: \_\_\_\_\_

I HEREBY CERTIFY THAT THIS IS A  
TRUE AND CORRECT COPY OF AN  
ACTION TAKEN AND ENTERED ON  
THE MINUTES OF THE BOARD ON THE  
DATE SHOWN.

Contact Person: D. Ziolkowski

Attested \_\_\_\_\_  
Eric Zell, Management Authority Board Secretary

Cc:

Accounts Payable

Contractor

Interim CFO/Controller

Requestor

## Mobile Imaging Analysis

### *MRI*

Daily OP Volume		4		6		8		10
Daily Margin		705		1,255		1,805		2,750
Annual MRI Margin (2 days / week)	\$	69,090	\$	122,990	\$	176,890	\$	269,500
Cost Saving - MRI Send-outs	\$	140,000	\$	140,000	\$	140,000	\$	140,000
<b>Margin Improvement</b>	<b>\$</b>	<b>209,090</b>	<b>\$</b>	<b>262,990</b>	<b>\$</b>	<b>316,890</b>	<b>\$</b>	<b>409,500</b>

### *PET / CT*

Daily OP Volume		3		4		5		6
Daily Margin		3,309		4,412		5,515		6,618
Annual PET/CT Margin (1 day / week)	\$	162,141	\$	216,188	\$	270,235	\$	324,282
<b>Margin Improvement</b>	<b>\$</b>	<b>162,141</b>	<b>\$</b>	<b>216,188</b>	<b>\$</b>	<b>270,235</b>	<b>\$</b>	<b>324,282</b>

<i>Total Margin Improvement</i>	<b>\$</b>	<b>371,231</b>	<b>\$</b>	<b>479,178</b>	<b>\$</b>	<b>587,125</b>	<b>\$</b>	<b>733,782</b>
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